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ABSTRACT

The purpose of the Educational Technology Plan is to provide a collaborative framework to address the institutional assessment, prioritization, implementation, and resource allocation associated with technology issues at Valencia Community College (Florida). The plan has been integrated with the college's Comprehensive Strategic Plan goals and objectives so that it reflects and supports the overall strategic objectives and mission of the college. Common goals include: (1) increasing students' performance and success at the next level of education, in the marketplace, and in life through educational excellence in curriculum development, teaching, and learning; (2) increasing students' success through a continuous professional enhancement program that results in improved scholarship, effective us of technologies, and quality programs and services; (3) increasing students' postsecondary transition, retention, progress, and completion through a developmental advising process that ensures students establish measurable objectives; (4) increasing students' completion of their programs through significant improvement in the college's planning, management, and evaluation processes, its facilities, operations, and support services, and its information technologies; and (5) increasing students' performance and success by acquiring public and private funding to implement necessary programs. Valencia is moving from an administrative focused, mainframe-based technology environment to one that is both student and learning-focused and is based on client-server and Internet technologies. The Education Technology Plan supports this transition and recognizes the need for additional focus and support of academic technologies. (JA)

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VALENCIA
Community College

Educational Technology Plan

2000-2004

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VALENCIA COMMUNITY COLLEGE

EDUCATIONAL TECHNOLOGY PLAN
2000-2004

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EXECUTIVE SUMMARY

The purpose of the Educational Technology Plan is to provide a collaborative framework to address the institutional assessment, prioritization, implementation, and resource allocation associated with technology issues at Valencia Community College. The plan has been integrated with the college's Comprehensive Strategic Plan goals and objectives so that it clearly and precisely reflects and supports the overall strategic objectives and mission of the college.

This plan represents the combined efforts of a large and diverse group of faculty, staff, and administrators over a period of several months. It identifies common goals and objectives that will allow the institution to make efficient and effective use of technology in all areas of its operation.

The Educational Technology Plan is a five-year planning instrument that will be reviewed and updated annually by the Educational Technology Steering Committee and its associated campus-based/function-based subcommittees. It is intended to be a living, dynamic document that will guide the institution in its use of technology now and into the future.

The plan supports the educational mission of the college and its student-focused, learning-centered initiatives. Valencia Community College recognizes through this plan that technology is a valuable asset that must be planned for, managed, and deployed in an efficient, proactive and useful manner. Technology will be used to improve the students' comprehensive learning experience at Valencia Community College.

Valencia is moving from an administratively focused, mainframe-based technology environment to one that is both student and learning-focused and is based on client-server and Internet technologies. The Education Technology Plan supports this transition and recognizes the need for additional focus and support of academic technologies. Distance education and its support through the appropriate use of technology is also recognized throughout the plan. In addition to providing objectives for the use of technology in the teaching and learning process, the Educational Technology Plan also provides objectives for improved and increased access to information, and for enhanced and new services for students, faculty, and staff. The plan also addresses the need for technology training for its users and for adequate technical support service and resources.

VALENCIA COMMUNITY COLLEGE

EDUCATIONAL TECHNOLOGY PLAN
2000-2004

INTRODUCTION

The Valencia Community College Educational Technology Plan was developed by the Educational Technologies Committee, with input from faculty and staff collegewide, in 1999, for implementation in 2000-2004. The plan provides a support structure for the implementation of the College's Comprehensive Strategic Plan. Strategies are developed for 11 strategic objectives drawn from the Comprehensive Strategic Plan. The Educational Technology Plan is designed to be a rolling five-year plan. It will be reviewed and evaluated annually and updated as needed by the Educational Technologies Committee.

BACKGROUND

In 1995, Valencia Community College embarked upon a deliberate effort to transform itself from a teaching-centered institution into a more learning-centered institution. As the college progressed along this path, six lessons were learned:

Lesson One: Institutional transformation serves to preserve and perpetuate a core vision, a core purpose and values that do not change.

Lesson Two: Transformation involves both change and transition, which are two different things. Both are uncomfortable.

Lesson Three: Transformation will involve changes of two distinct types—one enables you to improve what you are already doing, and the other enables you to create and implement an altogether new way of doing something.

Lesson Four: Creating an altogether new way of doing something involves a "Gulp Factor," or the ability to set ambitious, vision-based goals that make individuals "gulp" when they hear them, yet that make possible huge leaps forward.

Lesson Five: Transformation in higher education is made possible by collaboration.

Lesson Six: New structures, and sometimes new positions, are needed to ensure that the transformation efforts are sustained.

(Paul Gianini, "Moving from Innovation to Transformation in the Community College," *Leadership Abstracts*, Volume 11, number 9, October 1998)

Each of these lessons points towards the need for a concerted effort at long-range strategic and yearly operational planning if the institution is to make demonstrable progress towards achieving its goals. It is with these lessons, and a long history of collegewide comprehensive strategic planning, that Valencia Community College began its recent effort to develop a collegewide educational technology plan to help chart the course towards using information technology as an enabler of the Valencia transformation agenda.

DEFINITIONS

Two terms are central to the Valencia Community College Educational Technology Plan: Learning-Centered College and Information Technology. It is important, therefore, that these terms be adequately defined and understood..

Valencia faculty and staff have described a learning-centered college as one that:

- Focuses on the *results*: what is learned and how well it is taught.
- Emphasizes *critical/creative thinking, effective communication, collaboration and workplace skills.*,
- Respects the uniqueness of each member of the learning community and encourages an appreciation for *diversity*.
- Encourages *faculty and staff development* activities providing incentives to learn about and create successful delivery strategies which respond to community needs.
- Makes appropriate *technology* accessible to enhance teaching and learning.
- Involves the business sector and the community in the educational process and designs structures for learning based on community and *employer needs*.

- Maintains an overall commitment to *excellence, integrity, accountability* and constructive innovation.

For purposes of this Educational Technology Plan, information technology is defined in the broadest possible terms (current and future) to include all voice, data, video, graphics/image or network technology that is used either for academic or administrative purposes.

STRATEGIC PLANNING METHODOLOGY

Strategic planning is a process that seeks to clarify what an organization is, what it wants to be and how, specifically, the organization can successfully make the transition. An educational technology plan provides technology directions and a management strategy within the context of changing internal and external environments, while it sets the philosophy and direction for the use of information technology within the institution.

The Valencia Community College Educational Technology Plan for 2000-2004 was developed by a cross-functional team composed of the members of the Educational Technology Committee with representation from each of the college campuses. (A list of planning team members in included at the end of this document.) The specific planning process used for development of the Educational Technology Plan is a modification of the organizational transition methodology described in *Organizational Transitions*, 2nd edition, by Beckhard and Harris. This methodology is based upon the principle that:

> "... a core dilemma for executives and leaders is how to maintain stability in their organizations and, at the same time, provide creative adaptation to outside forces; stimulate innovation; and change assumptions, technology, working methods, roles and relationships, and the culture of the organization itself."
>
> (*Organizational Transitions*, p. 1)

The planning approach that has been adapted for use by Valencia Community College, from the methodology proposed by Beckhard and Harris, requires the following steps:

- Development of a "future state" vision of how the use of information technology, in its broadest definition, should add value in support of the college's vision, mission and goals.
- Compilation of a list of driving and restraining forces which are, on the one hand, compelling the college to move forward strategically with the use of information technology and, on the other hand, may create obstacles that the college will need to overcome to be effective in its use of technology.
- Development of planning assumptions which detail the environment in which the college currently exists.
- Development of guiding principles that should govern the decisions and actions of the organization and are aligned with the mission and goals of Valencia Community College.
- Development of strategic objectives, aligned with the College Strategic Plan, to enable the college to move forward toward its desired "future state" in accordance with the guiding principles.

This approach is consistent with Valencia's overall strategic planning approach as described in the Valencia Community College Comprehensive Strategic Plan for 1995-99.

A VISION TO ACHIEVE A STRONG FOUNDATION OF INFORMATION TECHNOLOGY AT VALENCIA COMMUNITY COLLEGE

Valencia Community College envisions a future when students, faculty and staff are all part of a learning community where information is openly and easily shared and access to high quality learning resources is a given. It is a future in which all learning community members have equal and easy access to technology for multiple purposes from any location. In this future, students manage and engage in their educational programs through the use of technology to meet their individual educational goals. Valencia students in this future are challenged to achieve a base set of information technology competencies which make them very competitive and sought after in the workplace.

In this future, faculty are adept in the use of information technology in the teaching and learning process as well as in areas of instructional management. They are strongly encouraged and receive appropriate rewards and institutional

support for intelligent risk taking and for finding new and innovative ways to use technology to enhance the learning environment. They routinely assess the effectiveness of technology in the classroom and with students learning at a distance.

Staff are also adept in the use of information technology and can facilitate streamlined and seamless processes to support all elements of the institution including student support services, human resources and financial services. Staff regularly access institutional and student data to make more informed decisions which lead to increased productivity and effectiveness.

As technology continues to be integrated into all facets of the institution's operations (teaching, learning, administration and archiving functions), the faculty and staff of Valencia Community College maintain high quality human interaction and the sense of community that has made Valencia a greatly respected institution of higher education.

The vision of information technology is based on supporting students' mastery of the core competencies: think, value, communicate, and act. The vision for how information technology can be used to add value to Valencia Community College, its students, and the Central Florida community it serves, in support of the College's mission and goals, can best be expressed as follows:

INFORMATION TECHNOLOGY VISION STATEMENT

Valencia Community College makes use of information technology resources to provide quality learning experiences; to facilitate improvement in critical and creative thinking, effective communication, and purposeful action reflecting values; and to serve our diverse teaching and learning communities.

DRIVING AND RESTRAINING FORCES

The following is a list of the driving and restraining forces which the Valencia Educational Technology Committee identified as having potential impact on the development and implementation of a collegewide educational technology plan. Driving forces are those elements in the environment that compel the institution to investigate and use information technology. Restraining forces are those elements in the environment which may serve as obstacles to the acquisition and use of information technology.

Driving Forces:

- The faculty and staff of Valencia are strongly motivated and success-oriented.
- Student expectations for the presence and use of information technology are escalating.
- Valencia has a strong history of successful resource development that will continue to enable the college to provide initial funding for innovative projects which incorporate the use of information technology.
- Valencia has various sources of funding that are available to support the acquisition and use of information technology across the institution.
- The college's organizational culture promotes innovation and free-thinking.
- The economy of the region is strong and this, in turn, fosters interest in educational opportunities from business and industry. This interest is often focused on the use of information technology within the curriculum to produce a more skilled labor force.

- Competition from other public, private and for-profit institutions is increasing, forcing Valencia to become more competitive in its approach to providing instruction and related student support services in order to recruit and retain students.
- Statewide initiatives are promoting the use of information technology.
- Preparation for the SACS re-affirmation visit provides an opportunity for the institution to focus on how it is providing access to instruction and support services through the use of information technology.
- There is strong support from many faculty and staff for the use of innovative technology to enhance teaching and learning.
- There continues to be an ongoing philosophical "debate" about the appropriate uses of technology.

Restraining Forces:

- There is no consistent framework for decision-making with regard to establishment of funding priorities for the acquisition and support of information technologies college-wide.
- Technology is changing so rapidly that it is difficult to for the college to stay current.
- Fear of and resistance to change, combined with a degree of technophobia on the part of some students, faculty and staff, limit the ability of the institution to incorporate technology systemically.
- It takes time for faculty and staff to participate in professional development activities, to practice the technology-related skills that they learn, and incorporate these skills into their daily activities.
- Training on the use of information technologies and their applications is offered inconsistently and there are no real incentives for faculty and staff to participate in such training when it is provided.
- The college has not developed a systemic plan to deal with the total cost of ownership of technology.
- There is a college-wide shortage of trained technical support personnel.
- There is no systemic way for innovative uses of technology to be shared college-wide. The lack of any type of organized way to communicate and share information about the uses of technology across the college greatly reduces the institution's ability to replicate good practices and to provide models for others to follow.
- The technology-related skill sets of students, faculty and staff are widely diverse.
- The current physical plants of all campuses require upgrading to accommodate the use of technology.

PLANNING ASSUMPTIONS

The following is a list of planning assumptions about the environment in which Valencia Community College exists. These assumptions are intended to reflect the current internal and external environmental factors that have a bearing on the development and implementation of a collegewide educational technology plan at Valencia Community College. As assumptions change, resulting goals, strategies and objectives will need to be modified as well. This will occur through an annual review process of the Valencia Community College Educational Technology Plan. (Note: There is no priority attributed to the order in which the assumptions are listed.)

Assumptions About Valencia Students:

- The Valencia student population is increasing in diversity in age, ethnicity, culture, academic preparation, and educational goals.
- Students are increasingly demanding access to information services and learning opportunities from any place and at any time, driven by their personal time constraints and the integration of technology into all aspects of their lives.
- Students come to Valencia expecting to receive the help (educational, financial, counseling) they need in order to become successful.
- Students at Valencia will have better success if they are part of a "learning community."
- Students assume that the technology will work and be available when they need it.
- The technology aptitude and skill sets of students are widely diverse.
- Students choose to come to Valencia for a variety of reasons (e.g., degree/certificate programs, personal enrichment, occupational training, etc.), but understand that they have choices and will exercise their choice to go elsewhere if their needs are not met at Valencia.
- An undetermined number of the students coming to Valencia do not have access to technology at any location other than in on-campus facilities.

Assumptions about Faculty and Staff:

- Time needs to be allocated for faculty and staff to engage in professional development and research/development.
- The college needs programs for all employees to encourage, support, and recognize the integration of technology into teaching and administrative practices.
- Faculty need easy and efficient access to technology within classrooms, laboratories, and offices..
- Training of faculty and staff to effectively use technology should be provided in an ongoing manner and should be available when and where needed.
- Valencia will continue to have employees who neither wish to nor need to be "technology experts."
- Valencia needs to establish technology competencies by discipline and job function.
- Faculty and staff require access to data and training to use the knowledge gleaned from that data to inform their work.
- Every faculty and staff member needs access to and training in the use of appropriate technologies.

Assumptions About the Organizational Culture of Valencia:

- The organizational culture of Valencia is supportive of creativity and intelligent risk-taking.
- There is ongoing institutional transformation at Valencia resulting in progress toward the expansion of a learning-centered environment.
- While the college has an appreciation for and is committed to strong planning, not all appropriate segments of the institution are involved in the development of planning, training, implementation or evaluation strategies.

Assumptions About Resources:

- Resources for the acquisition and use of technology are limited.
- The college must develop a systematic and widely communicated methodology for identifying the needs for technology and allocating resources to meet the needs identified.
- The development of a collegewide educational technology plan will provide a foundation for identification of priorities for resource allocation and support.
- The college has been highly successful at resource development through grant writing and will continue to benefit from plans to institutionalize projects.
- The college needs to establish a proactive approach to life-cycle funding for technology.

Assumptions About Technology:

- There are few collegewide standards for hardware/software and the standards that do exist are not consistently applied across the college.
- Technology can be a tool to more efficiently achieve the College's strategic goals.
- Valencia Community College needs appropriate guidelines to govern the acquisition and use of technology.
- Valencia's technology resources have generally increased faster than its ability to support and use technology.
- There is a need for a college-wide technology plan which accommodates campus needs and which will be administratively supported, managed and implemented.
- Technology changes rapidly and will continue to do so for the foreseeable future.
- Valencia Community College makes innovative use of technology.
- The college encourages and funds the use of technology.
- In recent years, the college has made funding technology a higher priority.
- There is a need to use collaborative decision-making processes for effective technology planning, acquisition and implementation.

Assumptions About Technology Support:

- Technology progresses at such a rapid rate, it is unlikely there will ever be "enough" support for technology within the institution.
- Valencia Community College will face continuing challenges in recruiting and retaining appropriate staffing to support its information technology efforts.
- The Office of Information Technology will provide information technology support and selected instructional technology efforts for administrative computing services.
- Communication regarding technology initiatives has been inconsistent collegewide.
- The individual needs of faculty and staff are not currently being systematically communicated to the Office of Information Technology (OIT), and OIT, in turn, is not systematically communicating with the internal college community.
- The college needs to develop administrative processes for communicating institutional needs to OIT and for OIT to provide feedback to the college on progress in meeting the needs identified.

INFORMATION TECHNOLOGY GUIDING PRINCIPLES

If Valencia Community College is to be truly successful in achieving its information technology vision and accomplishing its information technology strategic objectives, it is not sufficient to do things right; Valencia must do the right things. In their book, "*Paradigm Shift: The New Promise of Information Technology*," Don Tapscott and Art Caston state that a useful technique for making certain that individuals responsible for information technology within the organization are "doing the right thing" is to establish a set of guiding principles, with "principles" being defined as "simple, direct statements that describe what is determined to be good practice... Principles are extremely valuable because they eliminate recurring arguments and alternative evaluations regarding key planning directions. ("*Paradigm Shift...*," p. 204)

The following list of the Guiding Principles for Information Technology at Valencia Community College is based on the vision statement, driving and restraining forces, student core competencies, and planning assumptions developed by the Valencia Educational Technologies Committee.

1. Technologies should be used to create, build, and sustain lifelong, learning-centered relationships with students.
2. Partnerships should be developed with businesses and agencies that strengthen Valencia's learning-centered environment, strengthen student outcomes, and add value to Valencia's relationships with its students.
3. Valencia's primary purpose for acquiring and implementing information technology is to enable the college to expand its learning-centered environment to a diverse community of students, faculty, and staff.
4. Appropriate use of information technology facilitates the development of active learning communities comprised of diverse learners.
5. Decisions about information, information technology, and resource allocations must be made in a collaborative manner with the participation of knowledgeable and involved faculty, administrators and staff.
6. Valencia Community College must strive to provide access to information technology resources and information.
7. Implementation of support services for computing and information resources throughout the College must be appropriately and efficiently organized.
8. The students' educational experience must be rich in opportunities for exploring creative and innovative uses of information and information technology resources.
9. Valencia values information and information technology as strategic resources for the achievement of the college's values, vision, and mission.
10. Valencia Community College strives to establish a work environment that is creative, innovative, flexible and rewarding and which encourages experimentation with new technologies.
11. Valencia Community College is fully committed to integrating technology resources into the learning-centered environment.
12. Quality information management processes (e.g., data security and disaster recovery) must be applied to information resources.
13. The college must adhere to the requirements of its various accrediting organizations
14. Ongoing assessment and evaluation are critical to the College's success in achieving its goal to become a more learning-centered environment.
15. Student and employer satisfaction with the programs and services delivered by the college is of great importance.
16. Valencia's choices in programs, services and technology are guided by student and customer expectations and needs and curriculum and learning theory and design.

ALIGNMENT OF THE VALENCIA COMMUNITY COLLEGE EDUCATIONAL TECHNOLOGY PLAN WITH VALENCIA'S VISION, MISSION AND GOALS

In order for the Valencia Community College Educational Technology Plan to be an effective tool for directing the acquisition and use of information technology within the institution, it must be aligned with the overall strategic planning efforts of the college. It must reflect the role of information technology in helping the college to achieve its vision and to accomplish its mission, goals and objectives.

The Valencia Community College Comprehensive Strategic Plan includes a number of strategic objectives (marked with an asterisk) that are directly linked with the development and implementation of an educational technology plan, as well as several other strategic objectives which serve as the guide posts for developing and implementing information technology directions and services within the college, as follows:
Valencia Community College Strategic Goals

Goal 1 <u>Educational Excellence</u>
Increase students' performance and success at the next level of education, in the marketplace, and in life through educational excellence in curriculum development, teaching and learning.

Strategic Objective 1.1.1 Underprepared Students

Strategic Objective 1.2.1 Teaching and Learning Technologies *

Goal 2 Quality Faculty and Staff

Increase students' success through a continuos professional enhancement program that results in improved scholarship, effective use of technologies, and quality programs and services.

Strategic Objective 2.2.5 Learning Technologies *
Strategic Objective 2.3.1 Learning-Centered Initiative
Strategic Objective 2.3.2 Student Learning Initiative
Strategic Objective 2.3.3 Professional Development

Goal 3 Developmental Processes

Increase students' postsecondary transition, retention, progress, and completion through a developmental advising process that ensures that all students establish life and career plans, set and complete their educational goals, and demonstrate achievement of identified curricular and co-curricular knowledge, skills, attitudes and abilities.

Strategic Objective 3.1.4 Communications Systems
Strategic Objective 3.2.3 Technology Services *
Strategic Objective 3.3.3 Access To Technology *
Strategic Objective 3.5.1 Learning-Centered Systems *

Goal 4 Management and Technology Processes

Increase students' completion of their programs through significant improvement in the college's planning, management, and evaluation processes, its facilities, operations, and support services, and its information technologies.

Strategic Objective 4.1.1 Technology Systems *
Strategic Objective 4.1.2 Planning Systems
Strategic Objective 4.1.3 Management Standards
Strategic Objective 4.1.4 Adequate Technology *
Strategic Objective 4.1.5 Technology Support *
Strategic Objective 4.1.6 Facilities *
Strategic Objective 4.1.7 Resource Allocation *
Strategic Objective 4.1.8 Technology Policy and Planning *
Strategic Objective 4.1.9 Economic Development *

Goal 5 Resources/Legislative Processes

Increase students' performance and success by acquiring public and private funding and support to implement requisite programs and services that result in attainment of the strategic goals.

Strategic Objective 5.1.3 PECO Funding
Strategic Objective 5.2.1 State and Federal Funding

Valencia Community College Strategic Issues Requiring New Designs and Structures

Three of the seven major strategic issues identified in the Comprehensive Strategic Plan for 1995-99 specifically reflect the need for information technology planning. These three issues are:

Economic Development – The demands of business and industry for a qualified employee base requires major curricular and pedagogical changes that: (a) ensure that graduates meet employer expectations and are prepared to serve the economic development needs of the community; and (b) strengthen the academic and student cultures of the college by fostering increased scholarship by, and competency of, faculty and students.

Technologies/Distance Learning – The demands created by rapid technological advances in the workplace that employ Valencia students as well as alternative modes of delivery of higher education lead to changes in the capacity of the college to anticipate, plan for, and manage technological changes that impact teaching and learning, student performance, and administrative operations.

Performance and Accountability – The demands to increase performance accountability and effectiveness lead to requirements for the college to focus its resources on educational programs and services, its assessment procedures on evaluating student and institutional performance, its goals and objectives, and restructuring its processes based upon in-depth and timely information.

Valencia Community College Core Competencies

Because Valencia believes that it is important to educate individuals who can function effectively both inside and outside the college environment, the college has established four core competencies that it believes help prepare Valencia graduates to succeed in the global community. Technology must serve as an enabler for the achievement of these competencies, which are:

- Think: Think clearly, critically, and creatively. Analyze, synthesize integrate and evaluate in many domains of human inquiry.
- Value: Make reasoned value judgments and responsible commitments.
- Communicate: Communicate with different audiences using varied means.
- Act: Act purposefully, reflectively, and responsibly.

STRATEGIC OBJECTIVES

The following list of strategic objectives identifies outcomes to be achieved through the use of technologies collegewide. The strategic objectives are linked to the Comprehensive Strategic Plan (CSP) of the College. Following this list is a table which includes responsible parties and timelines for achievement of the strategic objectives.

CSP Strategic Objective 1.2.1 Teaching and Learning Technologies: Increase to 100% graduates who demonstrate competency in the use of selected, computer-based, interactive, and distance learning technologies based on the core competencies that result in improved student performance.

Strategy 1	Develop and communicate a comprehensive plan for design, development, and delivery of distance learning courses and programs consistent with the College's vision, mission, and goals (SACS).
Strategy 2	Use technology to enable students to master the Valencia core competencies and document their mastery in electronic portfolios.
Strategy 3	Develop and incorporate the core competencies linked to technology into the curriculum (SACS).
Strategy 4	Identify and add web-based courses that should be offered based on economic, pedagogical, market, and learning outcomes.
Strategy 5	Research how other institutions are using technology for instruction.
Strategy 6	Develop interactive components for telecourses.
Strategy 7	Develop and communicate "standards of good practice" for online courses.
Strategy 8	Develop measurable success criteria to determine the effectiveness of technology use in instruction.
Strategy 9	Create online discussion opportunities for learners.
Strategy 10	Expand learning and information technology infrastructure capabilities among instructional sites.
Strategy 11	Develop a collegewide library collection acquisition and remote access plan that includes an appropriate combination of print and non-print (electronic) resources (SACS).
Strategy 12	Develop success criteria and appropriate measurements to ensure that the college is meeting its stated distance learning goals (SACS).
Strategy 13	Provide distance learners with structured access to and interaction with full-time faculty (SACS).
Strategy 14	Participate in the Florida Public Postsecondary Distance Learning Initiative.
Strategy 15	Provide technology to support honors research initiatives.
Strategy 16	Use technology to design and develop educational and training programs for the college's diverse constituency.

CSP Strategic Objective 2.2.5 Learning Technologies: Increase support to faculty, other professional, administrative, and office staff who are prepared to incorporate information and learning technologies.

Strategy 1	Establish a reward/recognition system that acknowledges exemplary teaching using technology.
Strategy 2	Empower faculty to integrate web-based information into their courses.
Strategy 3	Create campus-based curriculum and learning strategy centers to support technology.

Strategy 4	Create websites devoted to communication and demonstration of "best practices."
Strategy 5	Establish and communicate levels of technology competency and proficiency.
Strategy 6	Provide documentation for all college-supported software applications.
Strategy 7	Include adjunct faculty in professional development activities.
Strategy 8	Develop and deliver workshops on computer-based, multi-media, Internet, and administrative applications.
Strategy 9	Develop a train-the-trainer approach for professional development.

CSP Strategic Objective 3.2.3 Technology Services: Provide a broad range of learning-centered technology services to diverse students with an emphasis on quality, convenience, effectiveness, efficiency, and retention.

Strategy 1	Complete development and implementation of LifeMap.
Strategy 2	Develop and implement a comprehensive suite of CyberCampus capabilities.
Strategy 3	Develop and implement an online student portfolio system with assessment capabilities.
Strategy 4	Implement the FACTS statewide advisement system.
Strategy 5	Develop a plan for on and off-campus student access to technology, including web interfaces.
Strategy 6	Develop web interfaces for all student-related services.

CSP Strategic Objective 3.3.3 Access to Technology: Provide universal access to information and learning opportunities and market these opportunities to appropriate audiences.

Strategy 1	Enable students, faculty, and staff to purchase affordable hardware/software.
Strategy 2	Provide secure remote access to appropriate administrative and educational applications.
Strategy 3	Develop electronic commerce applications to allow students to complete fee-related transactions remotely via the Internet.
Strategy 4	Provide electronic mail accounts and web server space for all students, faculty, and staff.
Strategy 5	Provide access to the Internet for all students, faculty, and staff.
Strategy 6	Expand remote access capabilities to LRC resources (SACS).
Strategy 7	Provide remote access to campus LAN-based resources.
Strategy 8	Develop and implement appropriate plans for expanding access to resources 24x7.
Strategy 9	Develop and implement the Valencia intranet for internal communication.
Strategy 10	Comply with appropriate ADA guidelines and requirements.
Strategy 11	Develop and implement a plan to market College programs and services electronically.

CSP Strategic Objective 4.1.1 Technology Systems: Increase enrollments by providing innovative technological solutions to meet the educational needs of the College and use technology to gather, organize, and evaluate data for decision-making and organizational transformation.

Strategy 1	Plan for and select a new, comprehensive, Student Information System.
Strategy 2	Implement the new, comprehensive, Student Information System.
Strategy 3	Identify and develop plans for completion of the upgrade/replacement of selected administrative applications.
Strategy 4	Implement the upgrade/replacement of selected administrative applications.
Strategy 5	Plan for and integrate selected separate standalone databases.
Strategy 6	Expand the executive information decision support systems in conjunction with other systems.
Strategy 7	Plan and coordinate document management and the electronic distribution and continued availability of College materials.
Strategy 8	Develop and implement a plan for coordinating and managing all College-related Internet resources.
Strategy 9	Expand appropriate end-user report-generating capabilities.
Strategy 10	Recommend collegewide standards, as appropriate, for software and hardware.
Strategy 11	Investigate, pilot, and implement smart-card technology for "single ID" capability.
Strategy 12	Ensure Year 2000 compliance for all administrative applications.

Strategy 13 Develop and implement a comprehensive information technology security plan dealing with privacy and access (SACS).

CSP Strategic Objective 4.1.4 Adequate Technology: Develop appropriate processes, procedures, and guidelines to ensure all College hardware, software, and network technologies meet current needs.

Strategy 1 Communicate and implement standards for acquisition of hardware and software collegewide.
Strategy 2 Establish a collaborative process for evaluating, piloting, and adopting emerging technologies.
Strategy 3 Establish a collegewide process for prioritizing technology acquisitions.
Strategy 4 Select and utilize appropriate analysis tools and models (e.g., Total Cost of Ownership) for acquisitions of technology.
Strategy 5 Develop and implement routine upgrade/replacement plan for information technology collegewide.
Strategy 6 Investigate, pilot, and implement appropriate voice/telephone applications.
Strategy 7 Define acceptable network speed and capacity requirements (Quality of Service or QOS) and expand on-campus and inter-campus networks to achieve specified quality standards.
Strategy 8 Secure, communicate availability, and provide access to collegewide site licenses for software applications.
Strategy 9 Document the College's network management procedures.
Strategy 10 Research, define, develop, and implement a comprehensive technology disaster recovery plan.

CSP Strategic Objective 4.1.5 Technology Support: Develop and deploy a flexible model to support information technology throughout the institution including processes for clear communication between and among the various departments responsible for support of technology and the individuals who use technology.

Strategy 1 Expand the type of help desk services available and develop a phased approach to providing help desk support to meet needs of students, faculty, and staff.
Strategy 2 Document and communicate current roles and responsibilities of each unit responsible for technology support collegewide.
Strategy 3 Analyze, evaluate, and recommend improvements in technology support collegewide.
Strategy 4 Establish and communicate minimum levels of service for hardware and software collegewide.
Strategy 5 Establish and implement a feedback process for communicating status of work orders/trouble calls to users.

CSP Strategic Objective 4.1.6 Facilities: Establish and maintain technology-rich facilities throughout the College resulting in increased student performance.

Strategy 1 Incorporate technology priorities into educational specifications for facilities.
Strategy 2 Develop standards for technologies for all College facilities, including classrooms.
Strategy 3 Develop a plan to upgrade existing facilities to meet College technology standards.

CSP Strategic Objective 4.1.7 Resource Allocation: Develop appropriate processes and procedures for identification and allocation of fiscal resources for the acquisition and support of learning technologies.

Strategy 1 Seek private and public funding for technology-related initiatives.
Strategy 2 Allocate budget in accordance with educational technology plan.
Strategy 3 Develop alliances/partnerships with local business/industry for computer equipment, software, training, etc.

CSP Strategic Objective 4.1.8 Technology Policy and Planning: Ensure responsible acquisition and use of technology collegewide by developing and implementing appropriate decision-making structures, policies, and planning mechanisms.

Strategy 1	Recommend appropriate policies and procedures for use of technology, including intellectual property, copyright, and acceptable use.
Strategy 2	Establish an annual report of progress, review, and update/revision process of the educational technology plan so that it is a "rolling" five-year plan with accountability.
Strategy 3	Require each administrator to identify and prioritize yearly technology needs and align them with the Educational Technology Plan and the Comprehensive Strategic Plan.
Strategy 4	Provide collegewide coordination and oversight of technology initiatives.
Strategy 5	Establish a centralized prioritization process for technology initiatives.

CSP Strategic Objective 4.1.9 Economic Development: Use technology to: (1) identify and track the education and training needs of the business community, (2) enable students to identify and achieve their career goals, and (3) partner with business and industry to enhance economic development.

Strategy 1	Develop and implement a database of job titles, job skills, and employment opportunities for Central Florida business and industry.
Strategy 2	Create services that link jobs with employers and employers with students.
Strategy 3	Develop and implement an integrated database of business contacts and partnerships collegewide.
Strategy 4	Use technology to identify and assess knowledge, skills, and abilities of business and industry job classifications.

APPENDIX A

VALENCIA COMMUNITY COLLEGE
EDUCATIONAL TECHNOLOGY COMMITTEE
SUBCOMMITTEES INVITED TO PARTICIPATE IN
EDUCATIONAL TECHNOLOGY PLANNING

East Campus Subcommittee

Stan Stone, Chair
Shawn Robinson, Co-chair
Philip Bishop
Randy Blankenship
Migdalia Castillo
George Coyne
Jim Flanagan
Elaine Gray
David Haskins
Pat Henderson
Joe Lynn Look
Morgan Phillips
George Ramsey
Jane Renfroe
Darryl Thorne
Gar Vance
Dennis Weeks
Chris Wettstein
David Williams
Andrea Young

Osceola Campus Subcommittee

Silvia Zapico, Chair
Dale Husbands, Co-chair
Diane Ashe
Alia Asi
Donnelly Barclay
Melody Boeringer-Hartnup
Marie Brady
Wendi Bush
Ron Colburn
Jacki DiMartino
Rhonney Grant
Sandra Guevara
Mark Guillette
Tim Grogan
Deborah Howard
Chris Klinger
Denise Lay
Rand Miller
Angel Miranda
Kevin Mulholland
Vivian Passela
Ellen Pastorino
Melissa Pedone
Todd Ribardo
David Rogers
Kathi Schaeffer
Leila Sisson

West Campus Subcommittee

Paul Kinser, Chair
Tom Byrnes, Co-chair
Lisa Armour
Denise Bell
Donna Carver
Mildred Franceschi
Polly Keller
Dan Kimble
William Maneer
Bill Oelfke
Robin Simmons
Roberta Vandermast

Winter Park Campus Subcommittee

Ruth Prather, Chair
Chris Borglum, Co-chair
Richard Allen
Hugh Bleddyn
Lois Brennan
Kerry Connard
Angela Martincak
Michele McArdle
Marie McClendon
Paul McNamara
Charlie Parrish
Tony Walsh

Administrative Services Subcommittee

Tom Hagood, Chair
Pedro Rivera
Mike Break
Ken Carpenter
Steven Childress
Jackie Lasch
Tom Lopez
Jim Reinschmidt
Dee Dee Tighe

Student Services Subcommittee

Joyce Romano, Chair
Beverlee Andrews
Mike Bosley
Victor Collazo
Linda Downing
Chuck Drosin
Cyndi Foster
Laura Hebert
Ty Johnson
Sonya Joseph
Chris Klinger
Joyce Knight
Angela Martincak
Ron Nelson
Carol Riles
Fred Robinson
Audrey Russell
Kathi Schaeffer
John Stover
Geraldine Thompson
Joelieanna Wassel
Martha Williams
Student (to be named)

Workforce Development Subcommittee

Joan Tiller, Chair
Hugh Bleddyn
Barbara Frazier
Tim Grogan
Gaby Hawat
LeSena Jones
Mary Ann Kinser
Amy Parker Kleeman
Chuck Krug
Carol Litrides
Paul McNamara
Kevin Mulholland
Rick Rietveld
Tony Walsh
Ruth Webb

Educational Technology Committee Steering Team

Bob Austin, Chair
Linda Anthon
Hap Aziz
Chris Borglum
Tom Byrnes
Tom Hagood
Michael Hooks
Dale Husbands
Susan Kelley
Paul Kinser
Ron Nelson
Ruth Prather
Larry Gay Reagan
Shawn Robinson
Joyce Romano
Joan Tiller
Bill White

APPENDIX B

VALENCIA COMMUNITY COLLEGE
INFORMATION TECHNOLOGY GOVERNANCE STRUCTURE

Educational Technology Plan Part 2
Implementation Table

2000-2004

Revised 07/13/00

VALENCIA COMMUNITY COLLEGE
EDUCATIONAL TECHNOLOGY PLAN IMPLEMENTATION TABLE
2000-2004

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 1.2.1: Teaching and Learning Technologies *Increase to 100% graduates who demonstrate competency in the use of selected, computer-based, interactive, distance learning, and other technologies based on the core competencies that result in improved student performance*	1. Develop and communicate a comprehensive plan for design, development and delivery of distance learning instruction, courses, and programs consistent with the College's vision, mission, and goals (SACS)	Vice Pres. for Curriculum Development, Teaching, and Learning	
	2. Use technology to enable students to master the Valencia core competencies and document their mastery in electronic portfolios	Provosts, Executive Dean	Title V
	3.Develop and incorporate the core competencies linked to technology into the curriculum (SACS)	Provosts, Executive Dean	
	4. Identify and add web-based courses that should be offered based on economic, pedagogical, market, and learning outcomes	Vice Pres. for Curriculum Development, Teaching, and Learning	Title V
	5. Research how other institutions are using technology for instruction.	Vice Pres. for Curriculum Development, Teaching, and Learning	
	6. Develop interactive components for telecourses	Executive Dean, Provosts	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 1.2.1: Teaching and Learning Technologies *Increase to 100% graduates who demonstrate competency in the use of selected, computer-based, interactive, distance learning, and other technologies based on the core competencies that result in improved student performance*	7. Finalize, formally adopt, and communicate "standards of good practice" for online courses (SACS)	V. P., Curriculum Dev., Teaching, and Learning	
	8. Investigate new technologies and develop measurable success criteria to determine the effectiveness of those technologies for teaching and learning	Vice Pres. for Curriculum Development, Teaching, and Learning	
	9. Create online discussion opportunities for learners (See 1.2.1.14)	Vice Pres. for Curriculum Dev., Teaching, and Learning; Prov.; Executive Dean	
	10. Expand learning and information technology infrastructure capabilities among instructional sites (See 1.2.1.14)	Vice President for Administrative Services	Potential Title III
	11. Develop a collegewide library collection acquisition and remote access plan that includes an appropriate combination of print, non-print, and electronic resources (SACS)	Assigned Provost	
	12. Develop success criteria and appropriate measurements to ensure that the college is meeting its stated distance learning goals (SACS)	Vice Pres. for Curriculum Development, Teaching, and Learning	
	13. Provide distance learners with structured access to and interaction with full-time faculty (SACS) (See 1.2.1.12)	Provosts, Executive Dean	
	14. Participate in the Florida Public Postsecondary Distance Learning Initiative	V.P., Curriculum Dev., Teaching, and Learning	
	15. Provide technology to support honors research initiatives	Vice President for Administrative Services	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 1.2.1: *Teaching and Learning Technologies Increase to 100% graduates who demonstrate competency in the use of selected, computer-based, interactive, distance learning, and other technologies based on the core competencies that result in improved student performance*	16. Use technology to design and develop educational and training programs and services for the College's diverse constituency (See 1.2.1.1)	Vice Pres. for Curriculum Dev., Teaching, and Learning	Title V
CSP Strategic Objective 2.2.5: ***Learning Technologies*** *Increase support to faculty, other professional, administrative, and office staff who are prepared to incorporate information and learning technologies*	1. Establish a reward/recognition system that acknowledges exemplary teaching using technology	Provosts, Executive Dean	
	2. Empower faculty to integrate web-based information into their courses	V.P., Curriculum Dev., Teaching, and Learning	Title V
	3. Create campus-based curriculum and learning strategy centers to support technology	Vice Pres. for Curriculum Development, Teaching, and Learning	
	4. Create web sites devoted to communication and demonstration of "best practices" in teaching and learning	V.P., Curriculum Dev., Teaching, and Learning	Title V
	5. Establish and communicate levels of technology competency and proficiency	Vice Pres. for Curriculum Development, Teaching, and Learning; Vice Pres. for Administrative Services	
	6. Provide documentation for all college-supported software applications	Vice President for Administrative Services	
	7. Include adjunct faculty in professional development activities	Vice Pres. for Curriculum Development, Teaching, and Learning; Provosts; Executive Dean	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 2.2.5: Learning Technologies *Increase support to faculty, other professional, administrative, and office staff who are prepared to incorporate information and learning technologies*	8. Develop and deliver workshops on computer-based, multi-media, Internet, and administrative applications	V.P., Curriculum Dev., Teaching, and Learning; V.P., Admin. Services	Title V
	9. Develop a train-the-trainer approach for professional development	V.P., Curriculum Dev., Teaching, and Learning; V.P., Admin. Services	
CSP Strategic Objective 3.2.3: Technology Services *Provide a broad range of learning-centered technology services to diverse students with an emphasis on quality, convenience, effectiveness, efficiency, and retention*	1. Complete development and implementation of LifeMap	Vice President for Planning and Educational Services	Title V
	2. Develop and implement a comprehensive suite of CyberCampus capabilities (See 1.2.1.12; 2.2.5)	Vice President for Planning and Educational Services	
	3. Develop and implement an online student portfolio system with assessment capabilities	Vice President for Planning and Educational Services	Title V
	4. Implement the FACTS statewide advisement system	Vice President for Administrative Services; Vice Pres. for Planning and Educational Services	FACTS
	5. Develop a plan for on and off-campus student access to technology, including web interfaces (See 1.2.1.12)	Vice President for Planning and Educational Services	
	6. Develop web interfaces for all student-related services (See 3.2.3.5)	Vice President for Administrative Services; Vice Pres. for Planning and Educational Services	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 3.3.3: Access to Technology *Provide access to information and learning opportunities and market these opportunities to appropriate audiences*	1. Enable students, faculty, and staff to purchase affordable hardware/software	Vice President for Administrative Services	
	2. Provide secure remote access to appropriate administrative and educational applications	Vice President for Administrative Services	
	3. Develop electronic commerce applications to allow students to complete fee-related transactions remotely via the Internet.	Vice President for Administrative Services; Vice Pres. for Planning and Educational Services	
	4. Provide electronic mail accounts and web server space for all students, faculty, and staff	Vice President for Administrative Services	
	5. Provide access to the Internet for all students, faculty, and staff	Vice President for Administrative Services	
	6. Expand remote access capabilities to LRC resources (SACS) (See 1.2.1.13)	Vice President for Administrative Services; Provosts/Executive Dean	
	7. Provide remote access to campus LAN-based resources	Vice President for Administrative Services	
	8. Develop and implement appropriate plans for expanding access to resources 24x7	Vice President for Administrative Services	
	9. Develop and implement the Valencia intranet for internal communication	Vice President for Administrative Services	
	10. Comply with appropriate ADA guidelines and requirements	Vice President for Administrative Services; General Council	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 3.3.3: Access to Technology *Provide access to information and learning opportunities and market these opportunities to appropriate audiences*	11. Develop and implement a plan to market college programs and services electronically	Director for Marketing and Media Relations	
	12. Expand access to electronic resources through resource sharing.	Vice President for Administrative Services; Provosts/Executive Dean	
CSP Strategic Objective 4.1.1: Technology Systems *Increase student success by providing innovative technological solutions to meet the business needs of the College and use technology to gather, organize, and evaluate data for decision-making and organizational transformation*	1. Plan for and select a new, comprehensive, Student Information System	Vice President for Administrative Services; Vice President for Planning and Educational Services	
	2. Implement the new, comprehensive, Student Information System	Vice President for Administrative Services; Vice President for Planning and Educational Services	
	3. Identify and develop plans for completion of the upgrade/replacement of selected administrative applications	Vice President for Administrative Services	
	4. Implement the upgrade/replacement of selected administrative applications	Vice President for Administrative Services	
	5. Plan for and integrate selected separate stand-alone databases	Vice President for Administrative Services	
	6. Expand the executive information decision support systems in conjunction with other systems	Vice President for Planning and Educational Services	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 4.1.1: Technology Systems *Increase student success by providing innovative technological solutions to meet the business needs of the College and use technology to gather, organize, and evaluate data for decision-making and organizational transformation*	1. Plan and coordinate document management and the electronic distribution and continued availability of College materials	Vice President for Administrative Services	
	2. Develop and implement a plan for coordinating and managing all college-related Internet resources	Vice President for Administrative Services	
	3. Expand appropriate end-user report-generating capabilities	Vice President for Planning and Educational Services	
	4. Recommend collegewide standards, as appropriate, for software and hardware	Vice President for Administrative Services	
	5. Investigate, pilot, and implement smart-card technology for "single ID" capability	Vice President for Administrative Services; Vice Pres. for Planning and Educational Services	
	6. Develop and implement a comprehensive information technology security plan dealing with privacy and access (SACS)	Vice President for Administrative Services	
CSP Strategic Objective 4.1.4: Adequate Technology *Develop appropriate processes, procedures, and guidelines to ensure all College hardware, software, and network technologies meet current needs*	1. Communicate and implement standards for acquisition of hardware and software collegewide (See 4.10)	Vice President for Administrative Services	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 4.1.4: Adequate Technology *Develop appropriate processes, procedures, and guidelines to ensure all College hardware, software, and network technologies meet current needs*	2. Establish a collaborative process for evaluating, piloting, and adopting emerging technologies	Vice President for Administrative Services	
	3. Establish a collegewide process for prioritizing technology acquisitions	Vice President for Administrative Services	
	4. Select and utilize appropriate analysis tools and models (e.g., Total Cost of Ownership) for acquisitions of technology	Vice President for Administrative Services	
	5. Develop and implement both routine and non-routine upgrade/replacement plan for all technologies collegewide	Vice Presidents; Provosts/ Executive Dean	
	6. Investigate, pilot, and implement appropriate voice/telephone applications	Vice President for Administrative Services	
	7. Define acceptable network speed and capacity requirements (Quality of Service or QOS) and expand on-campus and inter-campus networks to achieve specified quality standards	Vice President for Administrative Services	
	8. Secure, communicate availability of, and provide access to collegewide site licenses for software applications.	Vice President for Administrative Services	
	9. Document the College's network management procedures	Vice President for Administrative Services	
	10. Research, define, develop, and implement a comprehensive technology disaster recovery plan	Vice President for Administrative Services	
	11. Ensure Year 2000 compliance for all administrative applications	Vice President for Administrative Services	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 4.1.5: Technology Support *Develop and deploy a flexible model to support information technology throughout the institution including processes for clear communication between and among the various departments responsible for support of technology and the individuals who use technology.*	1. Expand the type of help desk services available and develop a phased approach to providing help desk support to meet needs of students, faculty, and staff	Vice President for Administrative Services	
	2. Document and communicate current roles and responsibilities of each unit responsible for technology support collegewide.	Vice President for Administrative Services	
	3. Analyze, evaluate, and recommend improvements in technology support collegewide	Vice President for Administrative Services	
	4. Establish and communicate minimum levels of service for hardware and software collegewide.	Vice President for Administrative Services	
	5. Establish and implement a feedback process (online/real time) for communicating status of work orders/trouble calls to users.	Vice President for Administrative Services	
CSP Strategic Objective 4.1.6: Facilities *Establish and maintain technology-rich facilities throughout the College resulting in increased student performance*	1. Incorporate technology priorities into educational specifications for facilities	Provosts; Executive Dean	
	2. Develop standards for technologies for all College facilities, including classrooms	Vice President for Administrative Services	
	3. Develop a plan to upgrade existing facilities to meet College technology standards	Vice President for Administrative Services	Titles III and V

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 4.1.7: *Resource Allocation Develop appropriate processes and procedures for identification and allocation of fiscal resources for the acquisition and support of learning technologies*	1. Seek private and public funding for technology-related initiatives.	Vice Pres., Resource and Governmental Relations; President, Foundation	
	2. Allocate budget in accordance with educational technology plan	Vice President for Administrative Services	
	3. Develop alliances/partnerships with local business/industry for computer equipment, software, training, etc.	Provosts; Executive Dean	
CSP Strategic Objective 4.1.8: Technology Policy and Planning *Ensure responsible acquisition and use of technology collegewide by developing and implementing appropriate decision-making structures, policies, and planning mechanisms*	1. Recommend appropriate policies and procedures for use of technology, including intellectual property, copyright and acceptable use	Vice President for Administrative Services; General Counsel	
	2. Establish an annual report of progress, review, and update/revision process of the educational technology plan so that it is a "rolling" five-year plan with accountability	Vice President for Administrative Services	
	3. Require each administrator to identify and prioritize yearly technology needs and align them with the Educational Technology Plan and the Comprehensive Strategic Plan	Provosts; Vice Presidents; Executive Dean	
	4. Provide collegewide coordination and oversight of technology initiatives.	Vice President for Administrative Services	
	5. Establish a centralized prioritization process for technology initiatives	Vice President for Administrative Services	

STRATEGIC OBJECTIVES	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY	FUNDING
CSP Strategic Objective 4.1.9: Economic Development *Use technology to: (1) identify and track the education and training needs of the business community, (2) enable students to identify and achieve their career goals, and (3) partner with business and industry to enhance economic development*	1. Develop and implement a database of job titles, job skills placement, and employment opportunities for Central Florida business and industry.	Vice President for Planning and Educational Services	
	2. Create services that link jobs with employers and employers with students.	Vice President for Planning and Educational Services; Vice Pres. for Curriculum Dev., Teaching, and Learning; Executive Dean	Title V
	3. Develop and implement an integrated database of business contacts and partnerships collegewide	Vice President for Planning and Educational Services; Vice Pres. for Curriculum Dev., Teaching, and Learning; Executive Dean	
	4. Use technology to identify and assess knowledge, skills, and abilities of business and industry job classifications.	Vice President for Planning and Educational Services; Vice Pres. for Curriculum Dev., Teaching, and Learning; Executive Dean	

Valencia Community College
Educational Technology Plan Objectives Matrix
(for the period of Fiscal 2000-2001 though Fiscal 2004-2005)

ETP = Educational Technology Plan (dated July 13, 2000)
ES = Educational Technology Plan Executive Summary – Part 1
CSP = Comprehensive Strategic Plan (1996-2000)

ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
	CSP 1.2.1 Teaching and Learning Technologies: Increase to 100% graduates who demonstrate competency in the use of selected, computer-based, interactive, and distance learning technologies based on the core competencies that result in improved student performance						
1	Develop and communicate a comprehensive plan for design, development, and delivery of distance learning courses and programs consistent with the College's vision, mission, and goals (SACS).	ETP: 1.2.1-1 ES: E1					
2	Use technology to enable students to master the Valencia core competencies and document their mastery in electronic portfolios.	ETP: 1.2.1-2 ES: B5					
3	Develop and incorporate the core competencies linked to technology into the curriculum (SACS).	ETP: 1.2.1-3 ES: B5					
4	Identify and add web-based courses that should be offered based on economic, pedagogical, market, and learning outcomes.	ETP: 1.2.1-4 ES: E3					
5	Research how other institutions are using technology for instruction.	ETP: 1.2.1-5 ES: C6,E2					
6	Develop interactive components for telecourses.	ETP: 1.2.1-6 ES: E2					
7	Develop and communicate "standards of good practice" for online courses.	ETP: 1.2.1-7 ES: E3					
8	Develop measurable success criteria to determine the effectiveness of technology use in instruction.	ETP: 1.2.1-8 ES: C6					
9	Create online discussion opportunities for learners.	ETP: 1.2.1-9 ES: C6,E2					
10	Expand learning and information technology infrastructure capabilities among instructional sites.	ETP: 1.2.1-10 ES: C3,C4,C7					
11	Develop a collegewide library collection acquisition and remote access plan that includes an appropriate	ETP: 1.2.1-11 ES: C5					

Valencia Community College
Educational Technology Plan Objectives Matrix
(for the period of Fiscal 2000-2001 though Fiscal 2004-2005)

ETP = Educational Technology Plan (dated July 13, 2000) **CSP = Comprehensive Strategic Plan (1996-2000)**
ES = Educational Technology Plan Executive Summary – Part 1

ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
	combination of print and non-print (electronic) resources (SACS).						
12	Develop success criteria and appropriate measurements to ensure that the college is meeting its stated distance learning goals (SACS).	ETP: 1.2.1-12 ES: E1					
13	Provide distance learners with structured access to and interaction with full-time faculty (SACS).	ETP: 1.2.1-13 ES: E1					
14	Participate in the Florida Public Postsecondary Distance Learning Initiative.	ETP: 1.2.1-14 ES: E1					
15	Provide technology to support honors research initiatives.	ETP: 1.2.1-15 ES: C6					
16	Use technology to design and develop educational and training programs for the college's diverse constituency.	ETP: 1.2.1-16 ES: C1,C6					
	***CSP 2.2.5 Learning Technologies:* Increase support to faculty, other professional, administrative, and office staff who are prepared to incorporate information and learning technologies.**						
17	Establish a reward/recognition system that acknowledges exemplary teaching using technology.	ETP: 2.2.5-1 ES: C1					
18	Empower faculty to integrate web-based information into their courses.	ETP: 2.2.5-2 ES: C1					
19	Create campus-based curriculum and learning strategy centers to support technology.	ETP: 2.2.5-3 ES: C2					
20	Create websites devoted to communication and demonstration of "best practices."	ETP: 2.2.5-4 ES: D1					
21	Establish and communicate levels of technology competency and proficiency.	ETP: 2.2.5-5 ES: C1					
22	Provide documentation for all college-supported software applications.	ETP: 2.2.5-6 ES: A1					

Valencia Community College
Educational Technology Plan Objectives Matrix
(for the period of Fiscal 2000-2001 though Fiscal 2004-2005)

ETP = Educational Technology Plan (dated July 13, 2000) **CSP = Comprehensive Strategic Plan (1996-2000)**
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ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
23	Include adjunct faculty in professional development activities.	ETP: 2.2.5-7 ES: C1					
24	Develop and deliver workshops on computer-based, multi-media, Internet, and administrative applications.	ETP: 2.2.5-8 ES: C2					
25	Develop a train-the-trainer approach for professional development	ETP: 2.2.5-9 ES: C2					
	CSP 3.2.3 Technology Services: Provide a broad range of learning-centered technology services to diverse students with an emphasis on quality, convenience, effectiveness, efficiency, and retention.						
26	Complete development and implementation of LifeMap.	ETP: 3.2.3-1 ES: B5					
27	Develop and implement a comprehensive suite of CyberCampus capabilities.	ETP: 3.2.3-2 ES: B5					
28	Develop and implement an online student portfolio system with assessment capabilities.	ETP: 3.2.3-3 ES: B5					
29	Implement the FACTS statewide advisement system.	ETP: 3.2.3-4 ES: B2					
30	Develop a plan for on and off-campus student access to technology, including web interfaces.	ETP: 3.2.3-5 ES: D3					
31	Develop web interfaces for all student-related services.	ETP: 3.2.3-6 ES: D3					
	CSP 3.3.3 Access to Technology: Provide universal access to information and learning opportunities and market these opportunities to appropriate audiences.						
32	Enable students, faculty, and staff to purchase affordable hardware/software.	ETP: 3.3.3-1 ES: C8					
33	Provide secure remote access to appropriate	ETP: 3.3.3-2					

Valencia Community College
Educational Technology Plan Objectives Matrix
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ETP = Educational Technology Plan (dated July 13, 2000) **CSP = Comprehensive Strategic Plan (1996-2000)**
ES = Educational Technology Plan Executive Summary – Part 1

ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
	administrative and educational applications.	ES: D3					
34	Develop electronic commerce applications to allow students to complete fee-related transactions remotely via the Internet.	ETP: 3.3.3-3 ES: D4					
35	Provide electronic mail accounts and web server space for all students, faculty, and staff.	ETP: 3.3.3-4 ES: A6					
36	Provide access to the Internet for all students, faculty, and staff.	ETP: 3.3.3-5 ES: A6					
37	Expand remote access capabilities to LRC resources (SACS).	ETP: 3.3.3-6 ES: D3					
38	Provide remote access to campus LAN-based resources.	ETP: 3.3.3-7 ES: D3					
39	Develop and implement appropriate plans for expanding access to resources 24x7.	ETP: 3.3.3-8 ES: D3					
40	Develop and implement the Valencia intranet for internal communication.	ETP: 3.3.3-9 ES: D2					
41	Comply with appropriate ADA guidelines and requirements.	ETP: 3.3.3-10 ES: A1,E4					
42	Develop and implement a plan to market College programs and services electronically.	ETP: 3.3.3-11 ES: D4					
	CSP 4.1.1 Technology Systems: Increase enrollments by providing innovative technological solutions to meet the educational needs of the College and use technology to gather, organize, and evaluate data for decision-making and organizational transformation.						
43	Plan for and select a new, comprehensive, Student Information System.	ETP: 4.1.1-1 ES: B1					
44	Implement the new, comprehensive, Student Information System.	ETP: 4.1.1-2 ES: B1,B4,B8,F2					
45	Identify and develop plans for completion of the	ETP: 4.1.1-3					

Valencia Community College
Educational Technology Plan Objectives Matrix
(for the period of Fiscal 2000-2001 though Fiscal 2004-2005)

ETP = Educational Technology Plan (dated July 13, 2000) **CSP = Comprehensive Strategic Plan (1996-2000)**
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ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
	upgrade/replacement of selected administrative applications.	ES: B4,B8,F2					
46	Implement the upgrade/replacement of selected administrative applications.	ETP: 4.1.1-4 ES: B4,B8,F2					
47	Plan for and integrate selected separate standalone databases.	ETP: 4.1.1-5 ES: B3,B5					
48	Expand the executive information decision support systems in conjunction with other systems.	ETP: 4.1.1-6 ES: B7					
49	Plan and coordinate document management and the electronic distribution and continued availability of College materials.	ETP: 4.1.1-7 ES: B6					
50	Develop and implement a plan for coordinating and managing all College-related Internet resources.	ETP: 4.1.1-8 ES: D1					
51	Expand appropriate end-user report-generating capabilities.	ETP: 4.1.1-9 ES: B7					
52	Recommend collegewide standards, as appropriate, for software and hardware.	ETP: 4.1.1-10 ES: F1					
53	Investigate, pilot, and implement smart-card technology for "single ID" capability.	ETP: 4.1.1-11 ES: A7					
54	Ensure Year 2000 compliance for all administrative applications.	ETP: 4.1.1-12 ES: A1					
55	Develop and implement a comprehensive information technology security plan dealing with privacy and access (SACS).	ETP: 4.1.1-13 ES: A1					
	CSP 4.1.4 Adequate Technology: Develop appropriate processes, procedures, and guidelines to ensure all College hardware, software, and network technologies meet current needs.						
56	Communicate and implement standards for acquisition of hardware and software collegewide.	ETP: 4.1.4-1 ES: F1					

Valencia Community College
Educational Technology Plan Objectives Matrix
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ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
57	Establish a collaborative process for evaluating, piloting, and adopting emerging technologies.	ETP: 4.1.4-2 ES: A1					
58	Establish a collegewide process for prioritizing technology acquisitions.	ETP: 4.1.4-3 ES: A1					
59	Select and utilize appropriate analysis tools and models (e.g., Total Cost of Ownership) for acquisitions of technology.	ETP: 4.1.4-4 ES: A1					
60	Develop and implement routine upgrade/replacement plan for information technology collegewide.	ETP: 4.1.4-5 ES: F1,F3					
61	Investigate, pilot, and implement appropriate voice/telephone applications.	ETP: 4.1.4-6 ES: A3					
62	Define acceptable network speed and capacity requirements (Quality of Service or QOS) and expand on-campus and inter-campus networks to achieve specified quality standards.	ETP: 4.1.4-7 ES: A2					
63	Secure, communicate availability, and provide access to collegewide site licenses for software applications.	ETP: 4.1.4-8 ES: F1,F3					
64	Document the College's network management procedures.	ETP: 4.1.4-9 ES: A2					
65	Research, define, develop, and implement a comprehensive technology disaster recovery plan.	ETP: 4.1.4-10 ES: A4					
	CSP 4.1.5 Technology Support: Develop and deploy a flexible model to support information technology throughout the institution including processes for clear communication between and among the various departments responsible for support of technology and the individuals who use technology.						
66	Expand the type of help desk services available and develop a phased approach to providing help desk support to meet needs of students, faculty, and staff.	ETP: 4.1.5-1 ES: A5					

Valencia Community College
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ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
67	Document and communicate current roles and responsibilities of each unit responsible for technology support collegewide.	ETP: 4.1.5-2 ES: A5					
68	Analyze, evaluate, and recommend improvements in technology support collegewide.	ETP: 4.1.5-3 ES: A5					
69	Establish and communicate minimum levels of service for hardware and software collegewide.	ETP: 4.1.5-4 ES: F1,F3					
70	Establish and implement a feedback process for communicating status of work orders/trouble calls to users.	ETP: 4.1.5-5 ES: A5					
	CSP 4.1.6 Facilities: Establish and maintain technology-rich facilities throughout the College resulting in increased student performance.						
71	Incorporate technology priorities into educational specifications for facilities.	ETP: 4.1.6-1 ES: C3					
72	Develop standards for technologies for all College facilities, including classrooms.	ETP: 4.1.6-2 ES: C3					
73	Develop a plan to upgrade existing facilities to meet College technology standards.	ETP: 4.1.6-3 ES: C3					
	CSP 4.1.7 Resource Allocation: Develop appropriate processes and procedures for identification and allocation of fiscal resources for the acquisition and support of learning technologies.						
74	Seek private and public funding for technology-related initiatives.	ETP: 4.1.7-1 ES: A1					
75	Allocate budget in accordance with educational technology plan.	ETP: 4.1.7-2 ES: A1					
76	Develop alliances/partnerships with local business/industry for computer equipment, software,	ETP: 4.1.7-3 ES: A1					

Valencia Community College
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ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
	training, etc.						
	CSP 4.1.8 Technology Policy and Planning: ***Ensure responsible acquisition and use of technology collegewide by developing and implementing appropriate decision-making structures, policies, and planning mechanisms.***						
77	Recommend appropriate policies and procedures for use of technology, including intellectual property, copyright, and acceptable use.	ETP: 4.1.8-1 ES: A1					
78	Establish an annual report of progress, review, and update/revision process of the educational technology plan so that it is a "rolling" five-year plan with accountability.	ETP: 4.1.8-2 ES: A1					
79	Require each administrator to identify and prioritize yearly technology needs and align them with the Educational Technology Plan and the Comprehensive Strategic Plan.	ETP: 4.1.8-3 ES: A1					
80	Provide collegewide coordination and oversight of technology initiatives.	ETP: 4.1.8-4 ES: A1					
81	Establish a centralized prioritization process for technology initiatives.	ETP: 4.1.8-5 ES: A1					
	CSP 4.1.9 Economic Development: Use technology to: (1) identify and track the education and training needs of the business community, (2) enable students to identify and achieve their career goals, and (3) partner with business and industry to enhance economic development.						
82	Develop and implement a database of job titles, job skills, and employment opportunities for Central Florida business and industry.	ETP: 4.1.9-1 ES: B5					

Valencia Community College
Educational Technology Plan Objectives Matrix
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ITEM #	DESCRIPTION	SOURCE	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005
83	Create services that link jobs with employers and employers with students.	ETP: 4.1.9-2 ES: B5					
84	Develop and implement an integrated database of business contacts and partnerships collegewide.	ETP: 4.1.9-3 ES: B5					
85	Use technology to identify and assess knowledge, skills, and abilities of business and industry job classifications.	ETP: 4.1.9-4 ES: B5					

Valencia Community College
Educational Technology Plan Executive Summary - Part 1
(for the period of Fiscal 2000-2001 though Fiscal 2004-2005)

ITEM	TECHNOLOGY AREA DESCRIPTION	*Educational Technology Plan Objectives Matrix* Cross Reference Numbers
A	**Technology Infrastructure** ***Equipment, wiring, staffing that support the College's basic technology operations***	
1	Develop Standards and Procedures *Contract legal expertise and technical writers*	22,41,54,55,57,58,59,74,75,76,77,78,79,80,81
2	Network Infrastructure Upgrade *Lease equipment/software for the WAN/LANs*	62,64
3	Telephone and Voice Mail Upgrade *Lease new telephone and voice mail systems*	61
4	Disaster Recovery *Develop plan; establish remote site contract*	65
5	Help Desk and Technical Support *Add staff for Help Desk and technical support*	66,67,68,70
6	E-mail for Students and Adjunct Faculty *Provide e-mail services to all students and adjunct faculty*	35,36
7	Smart Card Technology Systems *Create plan; establish technology infrastructure*	53
B	**Comprehensive Student System** ***Commercial and internally developed software that supports both credit and non-credit programs and is based on learning-centered concepts, including LifeMap, core competencies, and e-learning***	
1	Replace Current Student System *Provide equipment, commercial software, implementation, software development, ongoing maintenance and support*	43,44
2	FACTS *Develop interfaces and maintain statewide advising system*	29
3	Learning Management Systems *Lease or purchase software linked to the enterprise system that manages the learning portfolios and activities of students in conjunction with I-employers*	47
4	Student Cashiering	44,45,46

Valencia Community College
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(for the period of Fiscal 2000-2001 though Fiscal 2004-2005)

ITEM	TECHNOLOGY AREA DESCRIPTION	*Educational Technology Plan Objectives Matrix* Cross Reference Numbers
	Lease or purchase software to improve student cashiering and accounts receivables functionality	
5	Cyber Suite Products *Design, develop, and support web-based tools for student services and workforce development*	2,3,26,27,28,47,82,83,84,85
6	Document Management Systems *Purchase and implement software to store and retrieve information*	49
7	Decision Support Systems *Purchase and implement software to enable faculty/administrators to retrieve student/college data more easily*	48,51
8	Room Scheduling *Purchase and maintain management software*	44,45,46
C	**Learning Support/Technology** ***Equipment, software, materials, staffing, and other resources to enhance student and employee learning***	
1	Learning Support/Technology Comprehensive Plan *Contract consultants to create plan*	16,17,18,21,23
2	Instructional Technology Centers *Establish campus-based centers for faculty research, design, development, and implementation of technologies*	19,24,25
3	Electronic and Learning Classrooms *Equip four classrooms annually for audio, video, and Internet instruction*	10,71,72,73
4	Instructional Technology Equipment *Provide classroom, lab, and support equipment and software*	10
5	Print/Non-Print Resources *Implement plan to provide print and electronic resources*	11
6	Web-Enhanced Learning *Provide WebCT, Eduprise, etc. software and support*	5,8,9,15,16
7	Interactive Video *Equip classrooms for instruction with remote sites*	10
8	Hardware/Software Purchase/Rental *Explore alternatives for enabling students, faculty and staff to purchase*	32

Valencia Community College
Educational Technology Plan Executive Summary - Part 1
(for the period of Fiscal 2000-2001 though Fiscal 2004-2005)

ITEM	TECHNOLOGY AREA DESCRIPTION	*Educational Technology Plan Objectives Matrix* Cross Reference Numbers
	affordable hardware and software	
D	**Web Enhancement/Development** ***Create and implement plans to build Valencia's instruction, student, marketing, and e-commerce support services***	
1	Web Design, Planning, and Support *Add staff and technologies for web design, development, and maintenance*	20,50
2	College Intranet Plan *Develop and maintain electronic forms and databases for policies, directories, procedures, etc.*	40
3	Web Portal Development and Support *Add software and staff to create personalized web pages and single point-of-entry to College information and resources*	30,31,33,37,38,39
4	E-Commerce *Develop strategic partnerships to increase services to students and staff and reduce costs*	34,42
E	**Distance Learning** ***Create and implement a learning-centered plan that supports the College's distance learning programs***	
1	Distance Learning Comprehensive Plan *Contract consultants to create plan*	1,12,13,14
2	Telecourses *Create new courses; provide web-based resources to students and faculty*	5,6,9
3	Online Courses *Create new courses, upgrade equipment, purchase new software*	4,7
4	Services for Students with Disabilities *Provide equipment, train faculty, provide accommodations*	41

Valencia Community College
Educational Technology Plan Executive Summary - Part 1
(for the period of Fiscal 2000-2001 though Fiscal 2004-2005)

ITEM	TECHNOLOGY AREA DESCRIPTION	*Educational Technology Plan Objectives Matrix* Cross Reference Numbers
F	**Technology Refresh Programs**	
	Provide for regular replacement of equipment and software	
1	Computer and Software Refresh Program *Systematically upgrade and replace computers and software*	52,56,60,63,69
2	Institutional Support Systems Upgrades *Systematically upgrade and replace institutional support systems*	44,45,46
3	Instructional Software and Hardware Refresh Program *Systematically upgrade and replace classroom and lab software and hardware (data projection, ELMO, cameras, etc.)*	60,63,69

Valencia Community College
Educational Technology Plan Executive Summary - Part 2
(for the period of Fiscal 2000-2001 through Fiscal 2004-2005)

	FY1 2000-2001	FY2 2001-2002	FY3 2002-2003	FY4 2003-2004	FY5 2004-2005
A Technology Infrastructure					
1 Develop Standards and Procedures	$10,000 u	$10,000 u	$10,000 u	$10,000 u	$10,000 u
2 Network Infrastructure Upgrade	$1,219,149 f	$696,511 f	$696,511 f	$696,511 u	$696,511 u
3 Telephone and Voice Mail Upgrade	$152,786 f	$152,786 f	$152,786 f	$152,786 u	$152,786 u
4 Disaster Recovery	$20,000 u	$80,000 u	$80,000 u	$80,000 u	$80,000 u
5 Help Desk and Technical Support	$180,000 u	$180,000 u	$180,000 u	$180,000 u	$180,000 u
6 Email for Students and Adjunct Faculty	$0	$30,000 u	$5,000 u	$5,000 u	$5,000 u
7 Smart Card Technology Systems	$0	$0	$25,000 u	$100,000 u	$15,000 u
Total funded (f):	$1,371,935	$849,297	$849,297	$0	$0
Total unfunded (u):	$210,000	$300,000	$300,000	$1,224,297	$1,139,297
Area Total:	$1,581,935	$1,149,297	$1,149,297	$1,224,297	$1,139,297
B Comprehensive Student System					
1 Replace Current Student System	$2,325,000 f	$1,363,414 u	$881,161 u	$244,377 u	$244,377 u
2 FACTS	$63,000 f	$63,000 f	$63,000 f	$63,000 f	$63,000 f
3 Learning Management Systems	$475,000 f	$187,000 u	$187,000 u	$187,000 u	$187,000 u
4 Student Cashiering	$100,000 f	$35,000 u	$15,000 u	$15,000 u	$15,000 u
5 Cyber Suite Products (Student, Workforce)	$45,000 f	$150,000 u	$150,000 u	$150,000 u	$150,000 u
6 Document Management Systems	$10,000 u	$350,000 u	$375,000 u	$375,000 u	$375,000 u
7 Decision Support Systems	$0	$0	$100,000 u	$115,000 u	$15,000 u
8 Room Scheduling	$0	$0	$116,000 u	$17,400 u	$17,400 u
Total funded (f):	$3,008,000	$63,000	$63,000	$63,000	$63,000
Total unfunded (u):	$10,000	$2,085,414	$1,824,161	$1,103,777	$1,003,777
Area Total:	$3,018,000	$2,148,414	$1,887,161	$1,166,777	$1,066,777

Valencia Community College
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(for the period of Fiscal 2000-2001 through Fiscal 2004-2005)

	FY1 2000-2001	FY2 2001-2002	FY3 2002-2003	FY4 2003-2004	FY5 2004-2005
C Learning Support/Technology					
1 Learning Support/Technology Comprehensive Plan	$25,000 u	$10,000 u	$10,000 u	$10,000 u	$10,000 u
2 Teaching and Learning Centers	$90,000 f	$90,000 u	$140,000 u	$50,000 u	$50,000 u
3 Electronic and Learning Classrooms	$0	$500,000 u	$600,000 u	$700,000 u	$800,000 u
4 Instructional Technology Equipment	$1,700,000 f	$1,700,000 u	$1,700,000 u	$1,700,000 u	$1,700,000 u
5 Print/Non-Print Resources	$270,000 f	$270,000 f	$270,000 f	$270,000 f	$270,000 f
	$300,000 f	$300,000 u	$300,000 u	$300,000 u	$300,000 u
6 Web-Enhanced Learning	$270,000 f	$270,000 f	$270,000 f	$270,000 f	$270,000 f
	$20,000 u	$20,000 u	$20,000 u	$20,000 u	$20,000 u
7 Interactive Video	$0	$0	$200,000 u	$200,000 u	$400,000 u
Total funded (f):	$2,630,000	$540,000	$540,000	$540,000	$540,000
Total unfunded (u):	$45,000	$2,620,000	$2,970,000	$2,980,000	$3,280,000
Area Total:	$2,675,000	$3,160,000	$3,510,000	$3,520,000	$3,820,000
D Web Enhancement/Development					
1 Web Design, Planning & Support	$200,000 f	$500,000 u	$500,000 u	$500,000 u	$500,000 u
2 College Intranet Plan	$10,000 u	$10,000 u	$10,000 u	$10,000 u	$10,000 u
3 Web Portal Development and Support	$0	$100,000 u	$100,000 u	$100,000 u	$100,000 u
4 E-Commerce	$0	$0	$0	$10,000 u	$10,000 u
Total funded (f):	$200,000	$0	$0	$0	$0
Total unfunded (u):	$10,000	$610,000	$610,000	$620,000	$620,000
Area Total:	$210,000	$610,000	$610,000	$620,000	$620,000

Valencia Community College
Educational Technology Plan Executive Summary - Part 2
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	FY1 2000-2001	FY2 2001-2002	FY3 2002-2003	FY4 2003-2004	FY5 2004-2005
E Distance Learning					
1 Distance Learning Comprehensive Plan	$25,000 u	$10,000 u	$10,000 u	$10,000 u	$10,000 u
2 Telecourses	$0	$50,000 u	$50,000 u	$50,000 u	$50,000 u
3 Online Courses	$0	$200,000 u	$200,000 u	$200,000 u	$200,000 u
4 Services for Students with Disabilities	$0	$20,000 u	$30,000 u	$30,000 u	$30,000 u
Total funded (f):	$0	$0	$0	$0	$0
Total unfunded (u):	$25,000	$280,000	$290,000	$290,000	$290,000
Area Total:	$25,000	$280,000	$290,000	$290,000	$290,000
F Technology Refresh Programs					
1 Computer and Software Refresh Program	$696,627 f	$692,116 f	$704,791 f	$726,550 f	$726,550 f
2 Institutional Support Systems Upgrades	$368,000 u	$225,000 u	$225,000 u	$225,000 u	$300,000 u
3 Instructional Software and Hardware Refresh Program	$200,000 u	$210,000 u	$220,500 u	$231,525 u	$243,101 u
Total funded (f):	$696,627	$692,116	$704,791	$726,550	$726,550
Total unfunded (u):	$568,000	$435,000	$445,500	$456,525	$543,101
Area Total:	$1,264,627	$1,127,116	$1,150,291	$1,183,075	$1,269,651
Grand Total funded (f):	$7,906,562	$2,144,413	$2,157,088	$1,329,550	$1,329,550
Grand Total unfunded (u):	$868,000	$6,330,414	$6,439,661	$6,674,599	$6,876,175
Grand Total:	$8,774,562	$8,474,827	$8,596,749	$8,004,149	$8,205,725